

**BY ORDER OF THE COMMANDER  
JOINT BASE MCGUIRE DIX  
LAKEHURST**

**JOINT BASE MCGUIRE DIX LAKEHURST  
INSTRUCTION 36-2805**

**23 OCTOBER 2014**



***Personnel***

**ENLISTED, OFFICER, AND CIVILIAN  
AWARDS PROGRAM**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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(Colonel James C. Hodges)

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This instruction implements Air Force Policy Directive (AFPD) 36-28, *Awards and Decorations Programs*. This instruction establishes the responsibilities and procedures for nominating and selecting the 87th Air Base Wing (87 ABW) Airman (Amn), Noncommissioned Officer (NCO), Senior Noncommissioned Officer (SNCO), Company Grade Officer (CGO), Honor Guardsman, Team quarterly and annual awards. In addition, this instruction establishes procedures for the 12 Outstanding Airman of the Year (12 OAY) and the First Sergeant of the Year Programs. It applies to all personnel assigned, attached, or associate units to the 87 ABW, Joint Base McGuire-Dix-Lakehurst (JBMDL). This publication does not apply to Air Force Reserve Command (AFRC) units or Air National Guard (ANG).

Ensure that all records created as a result of processes prescribed in this publication are maintained In Accordance With (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW with the Air Force Records Information Management System (AFRIMS) located at <https://www.my.af.mil/gcss-af61a/afrims/afrims/>. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through the appropriate functional's chain of command.

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**1. Objective:** Establish quarterly/annual award procedures and guidelines for 87 ABW and participating associate units. This program is to recognize superior performance and outstanding achievement. These guidelines apply to officer, enlisted, and General Schedule (GS) civilian personnel.

**2. Responsibilities:**

**2.1. 87th Air Base Wing Commander (87 ABW/CC) will:**

- 2.1.1. Provide management guidance and direction for wing formal recognition programs.
- 2.1.2. Provide the resources and funding to support formal wing recognition programs.
- 2.1.3. Review and approve all board recommendations for quarterly and annual award winners.
- 2.1.4. Serve as the official host for all wing promotion and/or recognition ceremonies.

**2.2. 87th Air Base Wing Deputy Commander (87 ABW/CD) will:**

- 2.2.1. Review all quarterly and annual CGO, civilian and team board results and provide recommendations to 87 ABW/CC.

**2.3. 87th Air Base Wing Executive Assistant (87 ABW/CCE) will:**

- 2.3.1. Provide management oversight and acts as advisor for the CGO, civilian, and team recognition processes.
- 2.3.2. Establish officer/civilian/team quarterly/annual awards program suspense dates upon receipt of all higher headquarter suspense.
- 2.3.3. Determine board composition for wing quarterly and annual officer, civilian and team categories and provide award packages to assigned board members.
- 2.3.4. Provide all CGO, civilian, and team board results with recommendations to 87 ABW/CD for review.

**2.4. 87th Air Base Wing Command Chief Master Sergeant (87 ABW/CCC) will:**

- 2.4.1. Provide management oversight and act as advisor for enlisted recognition programs.
- 2.4.2. Work with 87th Air Base Wing Command Chief Master Sergeant's Executive Assistant (87 ABW/CCCE) to establish enlisted quarterly/annual awards program suspense dates upon receipt of all higher headquarter suspense.
- 2.4.3. Determine board composition for wing quarterly and annual Airman, NCO, SNCO, First Sergeant, and Honor Guardsman categories and provide award packages to assigned board members.
- 2.4.4. Provide all enlisted board results with recommendations to 87 ABW/CD.
- 2.4.5. Coordinate with 87 ABW/CCCE to arrange ceremony or banquet.

**2.5. 87th Air Base Wing Command Chief Master Sergeant's Executive Assistant (87 ABW/CCCE) will:**

2.5.1. Advertise all quarterly and annual awards suspense dates to the 87 ABW. Specific dates are to be publicized by the 87 ABW/CCCE on an annual basis.

2.5.2. Coordinate with the 87th Air Base Wing Public Affairs (87 ABW/PA) to have individual photos made of each winner for posting at the 87 ABW building.

2.5.3. Coordinate to arrange ceremony or banquet with assigned group representatives

2.5.4. Coordinate with base and local businesses as authorized concerning sponsorship.

2.5.5. Maintain a record of all base-level and higher annual award winners.

2.6. 87th Air Base Wing Public Affairs (87 ABW/PA) will:

2.6.1. Publicize the quarterly awards ceremony and the annual awards banquet.

2.6.2. Ensure awards program and the winners of each category receive the widest publicity coverage through all media available, i.e. Joint Base and 87 ABW Facebook pages.

2.7. 87th Air Base Wing Protocol (87 ABW/CCP) will:

2.7.1. Coordinate reservations and seating for all general officers, colonels, command chiefs, group superintendents and distinguished visitors for all award luncheons and banquets.

2.7.2. Prepare and send invitations and receive RSVPs for all general officers, Colonels, Command Chiefs, group superintendents and distinguished visitors for each award luncheon and/or banquet.

2.7.3. Review scripts for wing ceremonies for conformity with proper customs, courtesies, and protocol.

2.8. Group/WSA /SQ Commanders/Superintendents will:

2.8.1. Manage their group/WSA/SQ level quarterly and annual awards programs for enlisted, officers, civilians, and team.

2.8.2. Groups/WSA will forward winners to 87 ABW/CCE and 87 ABW/CCCE according to the annual schedule.

2.8.3. Groups/WSA will provide board representatives as requested by 87 ABW/CCE and 87 ABW/CCCE.

2.9. 87th Force Support Squadron (87 FSS/FSMC) will:

2.9.1. Coordinate with 87 ABW/CCE to determine quarterly and annual civilian board composition and forward board results and recommendations to 87 ABW/CCE.

### **3. Eligibility:**

3.1. Nominees must meet the following criteria:

3.1.1. Must be assigned, attached, or associated with the 87 ABW for administrative purposes and be selected by their respective group/WSA commanders. To be eligible for annual awards, individuals must have a minimum of three months assigned to Joint Base McGuire-Dix-Lakehurst. To be eligible for quarterly awards, individuals must have a minimum of one month assigned to Joint Base McGuire-Dix-Lakehurst. Specific

achievements and accomplishments must have occurred during the quarter/year in which the nomination is submitted. Any exceptions to these criteria will be coordinated through the appropriate group chain of command to the 87 ABW/CCC and 87 ABW/CD.

3.1.2. Nominate individuals in a category by the rank they held for the majority of the period of award (>45 days for quarterly awards, >6 months for annual awards).

3.1.3. Must not have had an active Unfavorable Information File, received punishment pursuant to the UCMJ, such as an Article 15, have been subjected to or recipient of judicial/non-judicial punishment, control roster action, or other administrative actions (e.g. admonishment, reprimand, referral EPR/OPR, denial of reenlistment, etc.) during the award period.

3.1.4. Must meet fitness standards IAW AFI 36-2905, *Fitness Program*, at the time of submission and must not have had a failure at any time during the award period.

**3.1.5. Enlisted:**

3.1.5.1. Must have possessed an Air Force Specialty Code (AFSC) skill level commensurate with grade, or have demonstrated outstanding performance in an approved retraining program during the award period.

**3.1.6. First Sergeants:**

3.1.6.1. Must have held the 8F000 AFSC for a minimum of 6 months during the award period for annual awards.

**3.1.7. Civilians:**

3.1.7.1. Must be assigned to the 87 ABW and employed for a period of at least 45 days in order to be nominated for a quarterly award and have been employed for at least 6 months to be nominated for an annual award.

3.1.7.2. Must have no disciplinary action and no substantiated finding of discrimination or grievance against them during the award period.

3.1.7.3. Must have an acceptable performance appraisal on file.

**4. Award Categories and Applicability**

**4.1. Military:**

4.1.1. Amn of the Quarter and Amn of the Year; enlisted in the grades of E-1 through E-4.

4.1.2. NCO of the Quarter and NCO of the Year; enlisted in the grades of E-5 and E-6.

4.1.3. SNCO of the Quarter and SNCO of the Year; enlisted in the grades of E-7 and E-8.

4.1.4. Honor Guardsman of the Quarter and Honor Guardsman of the Year.

4.1.5. First Sergeant of the Year.

4.1.6. CGO of the Quarter and CGO of the Year; officers in the grades of O-1 through O-3.

**4.2. Civilian:**

4.2.1. Category 3 - Manager, Supervisor, or Professional of the Quarter and Manager, Supervisor, or Professional of the Year; all employees in grades GS-/GG-/GM-13 and above, WS-/NL-/NS-13 and above, NF-V and above.

4.2.2. Category 2 - Administrative/Technical of the Quarter/Year; all employees in grades GS-/GG-09 through GS-12, WG-/WL-09 and above, WS-01 through 12, NA-09 and above, NL-/NS-09 through 12, NF-III and IV.

4.2.3. Category 1 - Tradesman/Craftsman/Laborer of the Quarter/Year; all employees in grades GS-/GG-01 through 08, WG-/WL-01 through 08, NA-/NL-/NS-01 through 08, CC-01 through 05, NF-I and II.

#### 4.3. **Military or Civilian:**

4.3.1. Team of the Quarter and Team of the Year; Military or DoD civilian. Teams must consist of between three and fifteen eligible candidates. Route exception to policy requests through group or WSA chain of command to the 87 ABW/CCC and 87 ABW/CCE for consideration.

### 5. **Recognition Periods**

5.1. 1 January through 31 March (1<sup>st</sup> Quarter)

5.2. 1 April through 30 June (2<sup>nd</sup> Quarter)

5.3. 1 July through 30 September (3<sup>rd</sup> Quarter)

5.4. 1 October through 31 December (4<sup>th</sup> Quarter)

5.5. 1 January through 31 December (Annual)

**NOTE:** Suspense will be supplied by award category OPR and disseminated through the Groups to the Squadrons respectively.

### 6. **Format for Award Nominations**

6.1. For quarterly and annual awards, wing staff and each group may submit no more than one nominee for each category.

6.2. Military (quarterly and annual awards):

6.2.1. Document nominations for Amn, NCO, SNCO, and CGO quarterly and annual awards on the most current version of AF Form 1206, *Nomination for Award*. Write nominations in bullet format using 12-point font on the front side of the form only. Nominations are limited to no more than 15 lines, including headers, for quarterly awards and 30 lines, including headers, for annual awards. Common acronyms may be used as long as the meaning is clear; otherwise acronyms will not be used. The use of acronym list is not permitted.

6.2.1.1. All nominees in military categories will meet a face-to-face board type interview unless unavailable due to temporary duty (TDY)/deployment or scheduled leave. All absences must be pre-excused/pre-approved by the 87 ABW/CCC and 87 ABW/CCE. Members unable to meet the board will be given the average board score tallied from those who met the board. Award boards will include the interview results in the final scoring.

6.2.1.2. A majority ( $\geq 50\%$ ) of the nominees must be available for the face-to-face interviews. If a majority is not available due to TDY/Leave/extenuating circumstances the interviews will be cancelled and all nominees will receive a score of zero for the interview.

6.2.2. Honor Guardsman of the Quarter/Year. Nominations will be drafted by the Honor Guard staff. Write nominations in bullet format using 12-point font on the front side of the form only. Nominations are limited to no more than 9 lines, including headers, for quarterly awards and 30 lines, including headers, for annual awards.

6.2.2.1. Must have been assigned to the Honor Guard for at least one month for the quarter for which they are being nominated.

6.2.3. First Sergeant of the Year nominations are written IAW AFI 36-2805, *Special Trophies and Awards*.

### 6.3. Civilian (quarterly and annual awards):

6.3.1. Document nominations for all quarterly and annual awards on the most current version of AF Form 1206. Write nominations in bullet format using 12-point font on the front side of the form only. Nominations are limited to 15 lines, including headers for quarterly awards and 30 lines, including headers, for annual awards.

### 6.4. Team:

6.4.1. Document Team of the quarter/year nominations on the most current version of AF Form 1206. Write nominations in bullet format using 12-point font on the front side of the form and no more than 12 bullets are required for quarterly submissions. One heading and no more than 27 bullets are required for annual submissions.

## 7. Package Submission

7.1. All packages will be submitted to the 87 ABW/CCE and 87 ABW/CCCE according to the wing suspense.

7.2. The nomination package will contain the following:

7.2.1. Completed AF Form 1206.

7.2.1.1. Supervisors will annotate completion of a review of the nominee's fitness scores and currency on the AF Form 1206 (military only).

7.2.1.2. First Sergeants or Additional Duty First Sergeants will annotate completion of a review of the nominee's personnel information file on the AF Form 1206 (military only).

7.3. Nomination packages will be submitted NLT 1200 on the suspense date; all packages submitted after the deadline will be rejected unless an exception to policy is granted by the 87 ABW/CCC (for enlisted packages) or the 87 ABW/CCE (for officer, civilian, and team packages).

## 8. Selection Boards

8.1. **Quarterly award board members** will be coordinated through the 87 ABW/CCCE for Enlisted boards, the 87 ABW/CCE for Officer and Team boards, and the 87 FSS Civilian Personnel Office for Civilian boards. Board membership will be comprised of:

8.1.1. Amn: 87 ABW/CCC board president and one E-5/6 from each group and wing staff agency.

8.1.2. NCO: 87 ABW/CCC board president and one E-7/8 from each group and wing staff agency.

8.1.3. SNCO: 87 ABW/CCC board president and the superintendent from each group and the wing staff agency superintendent (see NOTE).

8.1.4. CGO: FGO board president and one FGO from each group and wing staff agency.

8.1.5. Civilian: (Package Only) 87 MSG/DD board president and one senior civilian representative from each group and the wing staff agency. An 87 FSS/FSMC representative will serve as a facilitator, not a voting member.

8.1.6. Honor Guardsman: 87 ABW/CCC board president, First Sergeant, Honor Guard NCOIC, and Assistant NCOIC or Honor Guard Lead Trainer.

8.1.7. Team: FGO board president, one CGO, one E-7/8, one GS-09 or above civilian employee.

8.2. **Annual award board members** will be coordinated through the 87 ABW/CCCE for Enlisted boards, the 87 ABW/CCE for Officer and Team boards, and the 87 FSS Specialist for Civilian boards. Board membership will be comprised of:

8.2.1. Amn: 87 ABW/CCC board president and one E-5/6 from each group and wing staff agency.

8.2.2. NCO: 87 ABW/CCC board president and one E-7/8 from each group and wing staff agency.

8.2.3. SNCO: 87 ABW/CCC board president and the superintendent from each group and the wing staff agency superintendent (see NOTE).

8.2.4. CGO: FGO board president and one FGO from each group and wing staff agency.

8.2.5. Civilian: (Package Only) 87 MSG/DD board president and one senior civilian representative from each group and the wing staff agency. An 87 FSS/FSMC representative will serve as a facilitator, not a voting member.

8.2.6. Honor Guardsman: 87 ABW/CCC board president, First Sergeant, Honor Guard NCOIC, and Assistant NCOIC or Honor Guard Lead Trainer.

8.2.7. Team: FGO board president, one CGO, one E-7/8, one GS-09 or above civilian employee.

8.2.8. First Sergeant: 87 ABW/CCC board president and three group superintendents (see NOTE). only. One heading



**NOTE:** In the event that a group chief is filling in as the acting 87 ABW/CCC, that chief will no longer be a voting member. A chief, or a SMSgt when a chief is not available, from that group will sit in as a voting member.

## 9. Procedures for Selecting a Winner

9.1. Board members will review each package and score each section based solely on the information required in paragraph 7 and the guidance in **Attachment 12** of this instruction. Each nominee's total score will be calculated to determine relative ranking with the other nominees. Board members will annotate their rankings on their score sheet (**Attachments 2, 4 or 6**), sign and return it to the board president. Board members are encouraged to discuss the points/rankings and attempt to resolve any ties. If a tie cannot be broken by the voting members, the board president will break the tie.

9.2. The board president's rankings will only be used in the event of a tie. The board president will review each package and score each section IAW Table 9.1. of this instruction. The board president will use the Board President Score Sheet, **Attachments 3, 5 or 7**. The board president may only use the ranking each board member has assigned to the nominees. The rankings will be totaled and the member with the lowest total will be forwarded to the 87 ABW/CC for final selection.

**Table 1. Value (Quarterly and Annual).**

Section	Point Value
<b>AMN, NCO, SNCO, First Sergeant, and CGO</b>	
Leadership and Job Performance in Primary Duty	1-60
Significant Self Improvement	1-10
Base or Community Involvement	1-10
Military Bearing	1-5
Dress and Appearance	1-5
Communication Skills	1-10
<b>Honor Guardsman</b>	
Leadership and Job Performance in Honor Guard Duties	1-60
Significant Self-Improvement to Military Funeral Honors and Ops	1-20
Military Bearing	1-5
Dress and Appearance	1-5
Communication Skills	1-10
<b>Civilian</b>	
Leadership and Job Performance	1-70
Other Significant Accomplishments/Community Efforts	1-30
<b>Team</b>	
Significant Accomplishments	1-50

## 10. Recognition

10.1. All wing staff and group nominees will be recognized at the wing quarterly/annual recognition ceremony.

10.2. The 87 ABW military annual winners will automatically represent the wing as nominees for the 12 Outstanding Airmen of the Year (OAY) Award Program and will compete at the next level.

10.3. Recognition Program Funding. 87 ABW/CCCE will coordinate the purchase of awards, coins and medallions using operations and maintenance funds IAW AFI 65-601V1, *Budget Guidance and Procedures*.

**11. Ceremonial Venues.** All 87 ABW quarterly and annual award ceremonies, with or without banquet, luncheon or breakfast, are official functions and are hosted by the 87 ABW/CC.

JAMES C. HODGES, Colonel, USAF  
Commander, Joint Base McGuire Dix Lakehurst

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORT INFORMATION*****References***

AFPD36-28, *Awards and Decorations Programs*, 9 May 2014

AFI36-2905, *Fitness Program*, 21 Oct 2013

AFI36-2805, *Special Trophies and Awards*, 14 March 2013

AFI34-201, *Use of Non-Appropriated Funds (NAFS)*, 17 June 2002

AFPAM36-2241, *Professional Development Guide*, 1 October 2013

***Prescribed Forms***

No Prescribed forms

***Adopted Forms***

**AF Form 1206**, *Nomination for Award*, 26 September 2012

**AF Form 847**, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**12 OAY**—12 Outstanding Airman of the Year

**87 ABW**—87th Air Base Wing

**AFSC**—Air Force Specialty Code

**AMN**—Airman

**CGO**—Company Grade Officer

**GS**—General Schedule

**NCO**—Noncommissioned Officer

**OPR**—Office of Primary Responsibility

**SNCO**—Senior Noncommissioned Officer

**TDY**—Temporary duty

## Attachment 2

## BOARD MEMBER'S SCORE SHEET (MILITARY ONLY)

## BOARD MEMBER'S SCORE SHEET (MILITARY ONLY)

Award Type: Quarterly      Annual

Category:      Amn    NCO    SNCO    CGO    First Sergeant



## Scoring Breakdown

Category		Point Value
A	Leadership & Job Performance in Primary Duty	1-60
B	Significant Self Improvement	1-10
C	Base or Community Involvement	1-10
D	Military Bearing	1-5
E	Dress and Appearance	1-5
F	Communication Skills	1-10

Nominee's Scores (1/2 point increments can be used)

Name	Unit	A	B	C	D	E	F	Total Score	Rank Order

## Board Member's Certification:

*"I solemnly swear that I have performed the duties imposed upon me without prejudice or partiality, having in view both the special fitness of the Airman and the efficiency of the United States Air Force."*

Name	Signature	Date

## Attachment 3

## BOARD PRESIDENTS SCORE SHEET (MILITARY ONLY)

## BOARD PRESIDENTS SCORE SHEET (MILITARY ONLY)

Award Type: Quarterly      Annual

Category:    Amn    NCO    SNCO    CGO    First Sergeant



## Board Members' Rankings

Name	MSG	MDG	WSA	Total Score	Board Pres Rank	Final Rank Order

## Board President's Certification:

*"I solemnly swear that I have performed the duties imposed upon me without prejudice or partiality, having in view both the special fitness of the Airmen and the efficiency of the United States Air Force."*

Name	Signature	Date

## Attachment 4

## BOARD MEMBER'S SCORE SHEET

## BOARD MEMBER'S SCORE SHEET



**Award Type:** Quarterly      Annual

**Category:** Civilian      Team

## Scoring Breakdown

	Category	Point Value
A	Leadership and Job Performance*	1-70
B	Other Significant Accomplishments/Community Efforts*	1-30
C	Significant Accomplishments**	1-100

\* Applies only to Civilian category

\*\*Applies only to Team category

**Nominee's Scores** (1/2 point increments can be used)

Name	Unit	A	B	C	D	E	F	Total Score	Rank Order

## Board Member's Certification:

*"I solemnly swear that I have performed the duties imposed upon me without prejudice or partiality, having in view both the special fitness of the airmen and the efficiency of the United States Air Force."*

Name	Signature	Date

## Attachment 5

## BOARD PRESIDENTS SCORE SHEET

## BOARD PRESIDENTS SCORE SHEET

Award Type: Quarterly      Annual

Category:      Civilian      Team



## Board Members' Rankings

Name	MSG	MDG	WSA	Total Score	Board Pres Rank	Final Rank Order

## Board President's Certification:

*"I solemnly swear that I have performed the duties imposed upon me without prejudice or partiality, having in view both the special fitness of the Airmen and the efficiency of the United States Air Force."*

Name	Signature	Date

## Attachment 6

## HONOR GUARDSMAN BOARD MEMBER'S SCORE SHEET

## HONOR GUARDSMAN BOARD MEMBER'S SCORE SHEET

Award Type: Quarterly      Annual

Category: Honor Guardsman



## Scoring Breakdown

	Category	Point Value
A	Leadership and Job Performance in Honor Guard Duties	1-60
B	Significant Self-Improvement to Military Funeral Honors and Ops	1-20
C	Military Bearing	1-5
D	Dress and Appearance	1-5
E	Communication Skills	1-10

Nominee's Scores (1/2 point increments can be used)

Name	Unit	A	B	C	D	E	F	Total Score	Rank Order

## Board Member's Certification:

*"I solemnly swear that I have performed the duties imposed upon me without prejudice or partiality, having in view both the special fitness of the airmen and the efficiency of the United States Air Force."*

Name	Signature	Date



## Attachment 7

## HONOR GUARDSMANC BOARD PRESIDENTS SCORE SHEET

## HONOR GUARDSMANC BOARD PRESIDENTS SCORE SHEET

Award Type: Quarterly      Annual

Category:      Honor Guardsman



## Board Members' Rankings

Name	First Sergeant	HG NCOIC	HG Asst NCOIC	Total Score	Board Pres Rank	Final Rank Order

## Board President's Certification:

*"I solemnly swear that I have performed the duties imposed upon me without prejudice or partiality, having in view both the special fitness of the Airmen and the efficiency of the United States Air Force."*

Name	Signature	Date

## Attachment 8

## AF FORM 1206

NOMINATION FOR AWARD		
AWARD 87 ABW Quarterly/Annual Awd	CATEGORY (if Applicable) See Note 1	AWARD PERIOD Ref para 5
RANK/NAME OF NOMINEE (First, Middle Initial, Last) Abbreviated Rank/First M. Last	MAJCOM, FGA, OR DRU Air Mobility Command (AMC)	
DAFSC/DUTY TITLE XXXXXX/Duty Title	NOMINEE'S TELEPHONE (DSN & Commercial) DSN: 650-XXXX / Commercial: (609) 754-XXXX	
UNIT/OFFICE SYMBOL/STREET ADDRESS/BASE/STATE/ZIP CODE 87th Unabbreviated Squadron Name/Office Symbol/Unit Address/Joint Base McGuire-Dix-Lakehurst/NJ 08641		
RANK/NAME OF UNIT COMMANDER (First, Middle Initial, Last) /COMMANDER'S TELEPHONE (DSN & Commercial) Abbreviated Rank/First M. Last/DSN: 650-XXXX / Commercial: (609) 754-XXXX		
SPECIFIC ACCOMPLISHMENTS (Use single-spaced, bullet format)		
<p>LEADERSHIP AND PERFORMANCE IN PRIMARY DUTY:</p> <p>- No more than 6 bullets for Quarterly and no more than 17 bullets for Annual</p> <p>SIGNIFICANT SELF-IMPROVEMENT:</p> <p>- No more than 3 bullets for Quarterly and no more than 5 bullets for Annual</p> <p>BASE OR COMMUNITY INVOLVEMENT:</p> <p>- No more than 3 bullets for Quarterly and no more than 5 bullets for Annual</p>		
<p>Fitness Assessment Score/Date: ____/____ Signature/Date: ____/____</p> <p>PIF Reviewed by: _____ Signature/Date: ____/____</p>		
<p>Notes:</p> <p>1. Only use for AMN, NCO, SNCO, First Sergeant, or CGO as appropriate</p> <p>2. Limit acronyms and abbreviations to those considered common Air Force terminology; no made up abbreviations! **If board members do not understand the acronym or abbreviation it may impact members score**</p>		

## Attachment 9

## AF FORM 1206

NOMINATION FOR AWARD		
AWARD 87 ABW Honor Guardsman Quarterly/Annual Awd	CATEGORY (If Applicable) Honor Guardsman	AWARD PERIOD See Para 5
RANK/NAME OF NOMINEE (First, Middle Initial, Last) Abbreviated Rank/First M. Last		MAJCOM, FOA, OR DRU Air Mobility Command (AMC)
DAFSC/DUTY TITLE XXXXXX/Duty Title	NOMINEE'S TELEPHONE (DSN & Commercial) DSN: 650-XXXX / Commercial: (609) 754-XXXX	
UNIT/OFFICE SYMBOL/STREET ADDRESS/BASE/STATE/ZIP CODE 87th Unabbreviated Squadron Name/Office Symbol/Unit Address/Joint Base McGuire-Dix-Lakehurst/NJ 08641		
RANK/NAME OF UNIT COMMANDER (First, Middle Initial, Last) /COMMANDER'S TELEPHONE (DSN & Commercial) Abbreviated Rank/First M. Last/DSN: 650-XXXX / Commercial: (609) 754-XXXX		
SPECIFIC ACCOMPLISHMENTS (Use single-spaced, bullet format)		
<p>LEADERSHIP AND JOB PERFORMANCE IN HONOR GUARD DUTIES:</p> <p>- No more than 5 bullets for Quarterly and no more then 20 bullets for Annual</p> <p>SIGNIFICANT SELF IMPROVEMENT TO MILITARY FUNERAL HONORS AND OPS:</p> <p>- No more than 2 bullets for Quarterly and no more then 8 bullets for Annual</p>		
<p>Fitness Assessment Score/Date: ____/____/____ Signature/Date: ____/____/____</p> <p>PIF Reviewed by: _____ Signature/Date: ____/____/____</p>		
<p>Notes:</p> <p>1. Limit acronyms and abbreviations to those considered common Air Force terminology; no made up abbreviations! **If board members do not understand the acronym or abbreviation it may impact members score**</p>		

## Attachment 10

## AF FORM 1206

NOMINATION FOR AWARD		
AWARD 87 ABW Civilian Quarterly/Annual Awd	CATEGORY (If Applicable) See Note 1	AWARD PERIOD See Para 5
RANK/NAME OF NOMINEE (First, Middle Initial, Last) Abbreviated Rank/First M. Last		MAJCOM, FGA, OR DRU Air Mobility Command (AMC)
DAFSG/DUTY TITLE XXXXXX/Duty Title	NOMINEE'S TELEPHONE (DSN & Commercial) DSN: 650-XXXX / Commercial: (609) 754-XXXX	
UNIT/OFFICE SYMBOL/STREET ADDRESS/BASE/STATE/ZIP CODE 87th Unabbreviated Squadron Name/Office Symbol/Unit Address/Joint Base McGuire-Dix-Lakehurst/NJ 08641		
RANK/NAME OF UNIT COMMANDER (First, Middle Initial, Last) /COMMANDER'S TELEPHONE (DSN & Commercial) Abbreviated Rank/First M. Last/DSN: 650-XXXX / Commercial: (609) 754-XXXX		
SPECIFIC ACCOMPLISHMENTS (Use single-spaced, bullet format)		
<p><b>LEADERSHIP AND JOB PERFORMANCE:</b></p> <p>- No more than 10 bullets for Quarterly and no more than 23 bullets for annual</p> <p><b>OTHER SIGNIFICANT ACCOMPLISHMENTS/COMMUNITY EFFORTS:</b></p> <p>- No more than 3 bullets for Quarterly and no more than 5 bullets for annual</p>		
<p>Notes:</p> <p>1. Only use Civilian Category 1, Civilian Category 2, or Civilian Category 3 as appropriate</p> <p>2. Limit acronyms and abbreviations to those considered common Air Force terminology; no made up abbreviations! **If board members do not understand the acronym or abbreviation it may impact members score**</p>		

## Attachment 11

## AF FORM 1206

NOMINATION FOR AWARD		
AWARD 87 ABW Team of the Quarter/Year	CATEGORY (If Applicable) N/A	AWARD PERIOD See Para 5
RANK/NAME OF NOMINEE (First, Middle Initial, Last) Team Name		MAJCOM, FOA, OR DRU Air Mobility Command (AMC)
DAFSC/DUTY TITLE N/A	NOMINEE'S TELEPHONE (DSN & Commercial) DSN: 650-XXXX / Commercial: (609) 754-XXXX	
UNIT/OFFICE SYMBOL/STREET ADDRESS/BASE/STATE/ZIP CODE 87th Unabbreviated Squadron Name/Office Symbol/Unit Address/Joint Base McGuire-Dix-Lakehurst/NJ 08641		
RANK/NAME OF UNIT COMMANDER (First, Middle Initial, Last) /COMMANDER'S TELEPHONE (DSN & Commercial) Abbreviated Rank/First M. Last/DSN: 650-XXXX / Commercial: (609) 754-XXXX		
SPECIFIC ACCOMPLISHMENTS (Use single-spaced, bullet format) SIGNIFICANT ACCOMPLISHMENTS: - No more than 12 bullets for Quarterly and no more than 27 bullets for Annual - See Note 1		
<p>Notes:</p> <p>1. Define significant accomplishments. Examples include: how the team improved base's work environment or base's/community's quality of life, enhanced productivity of the work force, increase customer satisfaction or improved customer service, encouraged bottom-to-top communication and team problem solving, promoted unit/base cohesiveness, exceeded standards and/or implemented a new best practice/procedure. Define the scope and level of accomplishments and their impact on the mission, unit, base and/or community. place emphasis on the impact and results. Do not list individual accomplishments i.e. education, individual awards, etc...</p> <p>2. Limit acronyms and abbreviations to those considered common Air Force terminology; no made up abbreviations! **If board members do not understand the acronym or abbreviation it may impact members score**</p>		

## Attachment 12

## GUIDE FOR BOARD EVALUATIONS

**A12.1. Selection:** Selection will be based on a combination of the AF Form 1206 (**80 points**) and the personal board interview (**20 points**). When required, the board president will facilitate open discussion to resolve any disparities that could skew the scoring process.

A12.1.1. AF Form 1206, *Nomination for Award*: Effective evaluation of the AF Form 1206 requires a detailed thought process; it is challenging to review nomination packages and determine who are the “Best of the Best.” Each board member must remember *it is not the writer; it is the accomplishment of the nominee which makes the difference*. Strong emphasis must be on initiative, achievement and impact, not writing style. When evaluating an AF Form 1206, the individual’s quarterly write-up cannot exceed 15 lines (including the three category headings) or no more than 30 lines for annual awards (including headings). **Attachments 8 - 11** contain the required distribution of lines. If bullets exceed the allotted lines per category, excess bullets will be lined through from the bottom up and not evaluated. The total possible points that can be awarded are 80. The three approved categories listed below will be scored. Each line will be evaluated on its own merit as it relates within the respective category. Board members may award maximum points to each section using whole or half point increments. Board presidents must break all ties.

Heading	Point Value
Leadership and Job Performance in Primary Duty	1 – 60
Significant Self-Improvement	1 – 10
Base or Community Involvement	1 – 10

A12.1.1.1. Leadership and Job Performance in Primary Duty. The individual’s primary duty accomplishments are the most important element of the nomination package. This is the most difficult section to score because everyone does an outstanding job in his or her area of expertise. Below are guidelines to assist board members in differentiating the impact on the mission and leadership role.

Impact on the entire JB-MDL team

Innovative methods/programs developed, designed, implemented and impact

Process Improvement – cost savings, percentage improved or reduced

Superior leadership or training skills

Quantification and qualification of results

Key additional duties with significant impact

Wing working group or committee chair/member

Higher HQ, service unique or DoD involvement

Unit/Wing/Group/command-level and higher awards (both individual and unit; deployed or home station)

A12.1.1.2. Significant Self Improvement. The primary focus of this section is the individual’s professional and personal development and how it benefits the USAF. The

key factors to this category are individual commitment level and personal sacrifice. You can judge this by answering the following questions. How much time was expended? How much effort was involved? Was the achievement done on duty or during off-duty time?

Off-duty Education College (in-residence, on-line, certifications, correspondence classes, etc.)

Upgrade Training (5-level completion, CDC progress, formal training courses, etc.)

Advanced career field or Military Occupational Specialty training

Readiness training

Conference or symposiums related to job or career field/specialty (how nominee used information to improve process, mission impact, etc.)

A12.1.1.3. Base or Community Involvement. This section rounds out the whole person concept. Unit and base activities/support should be weighed more heavily on community involvement because they directly impact the Joint Base and the surrounding community. Again, the individual's commitment level and personal sacrifice are key factors in evaluating this section. How much time and effort was involved? What was the amount of time committed to the achievement and the frequency? Did the member participate or lead the effort?

Involvement in professional organizations

Key leadership position on executive council coupled by the achievement or results

Color/Honor Guard and sustained participation

Leadership position or role in community

Special Olympics, Boy Scouts, Big Brother/Sister, etc. (Number of hours and frequency)

Coaching sporting teams (squadron intramural teams, adult or youth programs, etc.)

Participating in major community ceremonies such as unit member retirement, POW/MIA vigil, retreat, marched in community parade while in uniform (i.e., Veteran's Day, Fourth of July, and Liberation Day)

Base Sponsored Programs

Quarterly/Annual Awards Committee

A12.1.2. Face-to-Face Interview. The primary purpose of the face-to-face board is to ensure nominees' dress and appearance, military bearing, oral expression and articulation of responses. This is a very subjective area for board members to evaluate and you must baseline your judgment against military standards. The total possible points that can be awarded are 20. The three approved categories listed below will be scored.

Category	Point Value
Military Bearing	1 – 5
Dress and Appearance	1 – 5
Communication Skills	1 – 10

#### A12.1.2.1. Dress and Appearance:

Uniform: cleaned, pressed and proper fitting.

Accouterments: properly placed on the uniform

Jewelry: not more than three rings, correct earrings, no visible necklace, etc.

Decorations: ribbons in proper order, clean/serviceable condition.

Hair: appropriate style, length, color, approved ornamentation.

#### A12.1.2.2. Military Bearing:

Room entry: appropriate facing movements

Reporting: appropriate introduction.

Posture

#### A12.1.2.3. Communication Skills:

Demonstrates ability to organize thoughts

Pronunciation/Annunciation

Eye contact: direct and impartial.

Speech: appropriate rate, pitch and volume

Non-verbal: appropriate use of facial expressions, gestures

**A12.2. Face-to-face Interview Board Guidelines:** The 87 ABW/CCCE is responsible for contacting the board members to provide instructions in regards to preparing board questions. The 87 ABW/CCCE will task each of the board members with a specific category (see below for categories). Board members are to prepare two questions for their respective tasked board category. Questions will be opinionated and fact based, thought provoking, and designed to assess the nominee's ability to organize thoughts and articulate a response. The board president will have the nominee stand and recite the Airmen's Creed after all questions have been concluded and before dismissal. Questions will come from some or all of the following study areas:

#### A12.2.1. Questions for the Airman Category:

A12.2.1.1. Current Events. General knowledge of current AF, command and base news or world events and their opinions regarding these items (for example: Operation ENDUREEING FREEDOM, Overseas Contingency Operations, Iran, CSAFs 5 priorities, CMSAF Viewpoints, etc.). Current Events will only cover the time period within **one week** of the scheduled board date.

A12.2.1.2. Individual Accomplishments. Prepare questions to evaluate the nominee's knowledge, involvement and impact on his/her personal and/or unit's success/accomplishments--how his/her accomplishments/leadership impacted the successes of their unit (this is an excellent opportunity to gather background information on the nominee). Use the nominee's AF Form 1206 to prepare these questions.



A12.2.1.3. Airmen Heritage. Reference AFPAM 36-2241, *Professional Development Guide* (Ch. 2).

A12.2.1.4. Custom & Courtesies. Reference AFPAM 36-2241, *Professional Development Guide* (Ch. 8).

A12.2.1.5. Enlisted Force Development, Airman General & Specific Responsibilities. Reference AFPAM 36-2241, *Professional Development Guide* (Ch. 9).

A12.2.2. Questions for the NCO Category:

A12.2.2.1. Current Events. General knowledge of current AF, command or base news or world events and their opinions regarding these accomplishments/leadership impacted the successes of their unit (this is an excellent opportunity to gather background information on the nominee). Use the nominee's AF Form 1206 to prepare these questions.

A12.2.2.2. Enlisted Force Development, NCO General & Specific Responsibilities. Reference AFPAM 36-2241, *Professional Development Guide* (Ch. 9).

A12.2.2.3. Leadership. Reference AFPAM 36-2241, *Professional Development Guide* (Ch. 10).

A12.2.2.4. Enlisted Evaluation System. Reference AFPAM 36-2241, *Professional Development Guide* (Ch. 11).

A12.2.2.5. Fit Force. Reference AFPAM 36-2241, *Professional Development Guide* (Ch. 18).

A12.2.3. Questions for the SNCO Category:

A12.2.3.1. Current Events. General knowledge of current AF, command or base news or world events and their opinions regarding these events (for example: Operation ENDURING FREEDOM, Overseas Contingency Operations, Iran, CSAFs 5 priorities, CMSAF Viewpoints, etc.). Current Events will only cover the time period within **one week** of the scheduled board date.

A12.2.3.2. Individual Accomplishments. Prepare questions to evaluate the nominee's knowledge, involvement and impact on his/her personal and/or unit's success/accomplishments--how his/her accomplishments/leadership impacted the successes of their unit (this is an excellent opportunity to gather background information on the nominee). Use the nominee's AF Form 1206 to prepare these questions.

A12.2.3.3. Enlisted Force Development, SNCO General & Specific Responsibilities. Reference AFPAM 36-2241, *Professional Development Guide* (Ch. 9).

A12.2.3.4. Resource Management. Reference AFPAM 36-2241, *Professional Development Guide* (Ch. 13).

A12.2.3.5. Communicating in Today's Air Force. Reference AFPAM 36-2241, *Professional Development Guide* (Ch. 14).

A12.2.3.6. Fit Force. Reference AFPAM 36-2241, *Professional Development Guide* (Ch. 18).

A12.2.4. Honor Guard Requirements:

A12.2.4.1. Three questions from the USAF Honor Guard training manual.

A12.2.4.2. Recite, from memory the Honor Guard Charge.

A12.2.5. CGO Category:

A12.2.5.1. Current Events. General knowledge of current AF, command or base news or world events and their events (for example: Operation ENDURING FREEDOM, Overseas Contingency Operations, Iran, CSAFs 5 priorities, CMSAF Viewpoints, etc.). Current Events will only cover the time period within **one week** of the scheduled board date.

A12.2.5.2. Individual Accomplishments. Prepare questions to evaluate the nominee's knowledge, involvement and impact on his/her personal and/or unit's success/accomplishments--how his/her opinions regarding these events (for example: Operation IRAQI FREEDOM, Overseas Contingency Operations, Iran, CSAFs top 5 priorities, etc.). Current Events will only cover the time period within one week of the scheduled board date.

A12.2.5.3. Individual Accomplishments. Prepare questions to evaluate the nominee's knowledge, involvement and impact on his/her personal and/or unit's success/accomplishments--how his/her accomplishments/leadership impacted the successes of their unit (this is an excellent opportunity to gather background information on the nominee). Use the nominee's AF Form 1206 to prepare these questions.

A12.2.5.4. Leadership. Refer to CSAF point papers published in the Leaders section of the Air Force Portal website.

A12.2.5.5. Fit Force. Reference AFPAM 36-2241, *Professional Development Guide* (Ch. 18).

A12.2.5.6. Air Force Strategic Plan. Reference the current AF Strategic Plan located on the AF Portal.

A12.2.5.7. Scenario based questions. Using the above categories, the board will present the nominee with a leadership scenario(s) requiring the nominee to use information studied above and personnel experience to reach a conclusion/solution.

**Attachment 13****MEETING THE BOARD**

1. Be early. Stand while you wait--do not sit down. If possible, carry your uniform to the board and change just before you meet the board.
2. When you arrive, there will be an official greeter, probably standing outside the meeting room. He/she should inform you who is on the board, what the reporting instructions are, and any other special instructions. If not, ASK!
3. Do not take your hat or purse into the room.
4. If you are instructed to knock before entering, knock only once, but firmly.
5. When you open the door, take a good look at the room. Look for the chair you will be sitting in. Walk the most direct route to position yourself in the front of the chair facing the board president. Do not stop and perform a facing movement, stop in place. Save the facing movement for your departure. Look directly at the president, salute (if it's an officer) and say, "Sir/Ma'am, Airman \_\_\_\_\_ reports to the Quarterly Awards board." The Board President will return your salute (if officer) and instruct you to be seated.
6. Back up until you feel the calves of your legs touch the chair. Do not look back or down. Don't turn your back to the board members until you are departing.
7. Sit in the middle of the chair, not on the edge or all the way back.
8. Sit at attention and place your hands on your thighs. The idea is to be erect and alert, but not rigid. NEVER slouch or recline, even though the Board President may tell you to relax. Do not tap fingers, crack knuckles, play with rings, wipe sweaty palms, etc.
9. Do not cross your legs. Place one foot slightly in front of the other.
10. Smile and establish rapport with the board.
11. When answering questions, do not turn your body. Turn your head toward the person asking the question and then pan the board members when giving your answer. Good eye contact with all the board members is very important.

12. The first questions are usually relaxing icebreakers, such as, “Where are you from?” or “Where do you work?”
13. After being asked a question, repeat the question if appropriate and preface your answer with 'Sir/Ma'am/Chief.' Try to give more than the basic answer, the board members are looking for evidence that you can articulate and think on your feet.
14. If you do not understand a question, ask the board member to repeat it. If you do not know the answer at that point, ask to return to the question later. If you know part of the answer, getting partial credit is better than none at all. Lastly, if you flat don't know, simply tell the board you are unable to answer the question at this time.
15. When answering opinion type questions, give a thoughtfully considered one. Tell the board members whether or not your opinion is in line with current policy. Most importantly, defend your position with logic, fact and personal experience, not emotion. Be tactful, don't crusade, and don't apologize.
16. If the board asks you if you have any comments, thank them for their time and add any other comments that may be appropriate.
17. When you are finished, the president will say “Airman \_\_\_\_\_, you are dismissed.”
  - a. Answer, 'Thank you Sir/Ma'am'.
  - b. Push down on your thighs with your hands, stand up, and look directly at the president.
  - c. Salute (if an officer) and wait for the salute to be returned. If the president is enlisted, nod your head once.
  - d. Perform the appropriate facing movement to put you in direct line with the door. Exit the room smartly, marching with coordinated arm swing.

## 18. Summary

19. Be yourself. The board wants to know you. You must believe you are worthy of Below the Zone promotion—and you are a *WINNER*. Someone else believed it; otherwise they would not have taken the time to nominate you.

**Table A13.1. Meeting the Board**

	Yes	No
Memorized and rehearsed Airman's Creed in front of an audience?		
Studied the applicable PDG Chapters?		
Rehearsed your introduction, including goals, personal life, etc...		
Studied your 1206 that was submitted?		
Know your current chain of command?		
Uniform has been dry cleaned, both slacks and service jacket together? This prevents uneven fading of the fabric.		
Shoes have been polished and edge dressed? Do not forget the welt (wear the sole meets the shoe) it often collects dust/dirt between the threads		
Ribbons and devices are clean, serviceable and polished? And match your VMPF RIP?		
Males: ensure cleanly shaven (depending on time of day, may need to shave again), haircut exceeds standards (do not forget side burns), and if worn mustache is within standards.		
Females: Ensure bangs are off your eyebrows and hair does not extend below the bottom of your collar. Don't even make it close, board members should not have to look twice to see if you're in compliance. Ensure loose ends are pinned away.		
Males and Females, are ID bracelets, rings, excessive items from pockets removed?		
**Note if it is raining the day of the board, carry your uniform and shoes in with you and change on site. This will ensure you present a clean, professional image.		

## Attachment 14

## BOARD PRESIDENT CHECKLIST

<b>Pre-Board</b>	<b>Yes</b>	<b>No</b>
Check room set up		
Ensure greeter/board recorder are present		
Introduce yourself to the board members and each other		
Discuss board procedures and review questions		
Verify all nominees ribbon RIPs are available		
<b>Conducting the Board</b>		
Welcome, congratulate, and put nominee at ease		
Explain proceedings to nominee, define questions (1 factual/1 opinionated)		
Introduce yourself as board president, then your fellow board members by rank, name, and unit		
Encourage nominee to start by telling the board about themselves (career, family, short/long-term goals, etc.)		
<b>Begin board questions</b>		
<b>Completing the Board</b>		
Ask the nominee if they have any questions they would like to re-address or closing comments they wish to make to the board members		
Ask the nominee to recite the Airman's Creed		
Instruct the nominee not to discuss the questions or board process with anyone as it may compromise the process and give others an unfair advantage		
Offer closing congratulations		
Dismiss nominee		
<b>Post-Board</b>		
Score nominees		
Gather all score sheets and surplus documents		
Instruct board members to not discuss results until official release by 87 Air Base Wing Commander		
Ensure room is left in neat and orderly manner		
Provide final score sheet to 87th Air Base Wing Command Chief		